

**NEIGHBORHOOD
SERVICES
DEPARTMENT**

City of Chattanooga

**2003
ANNUAL
REPORT**

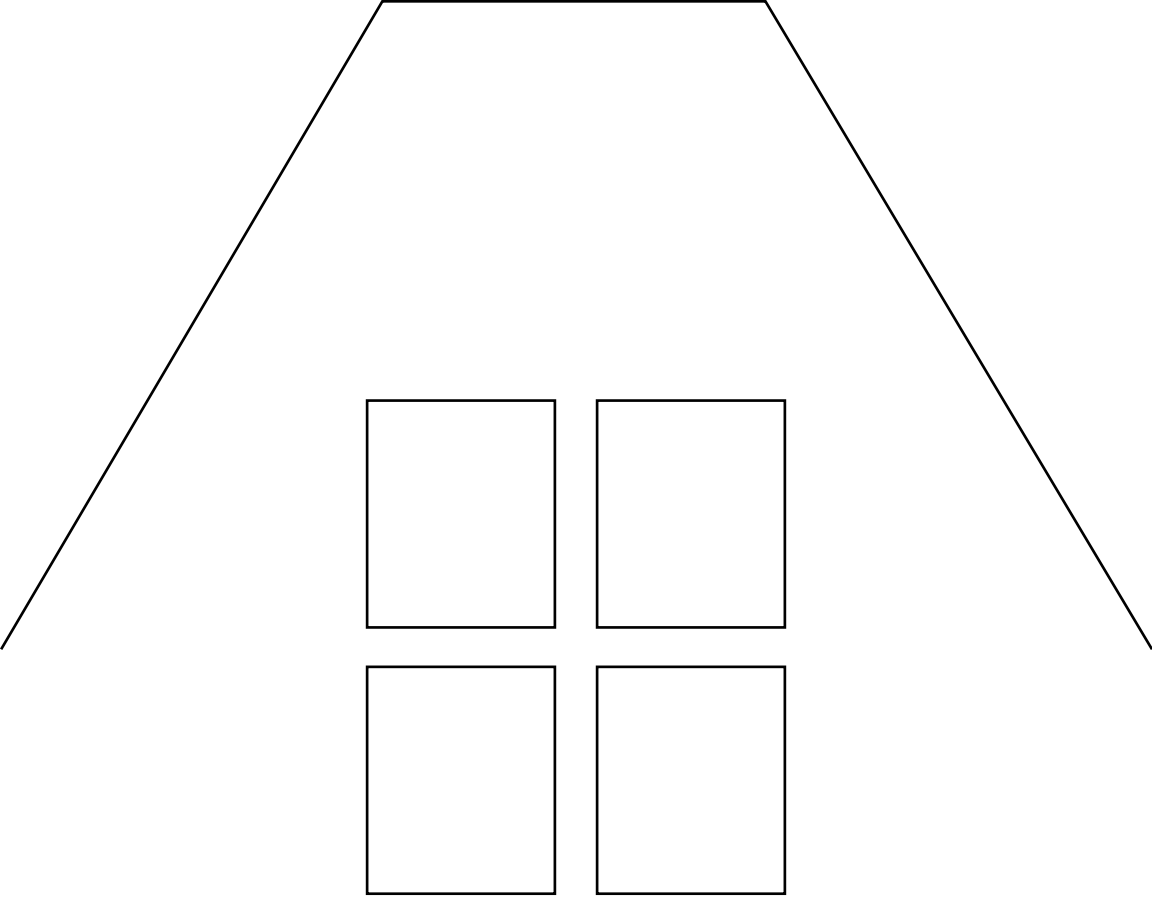


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ABOUT THE NEIGHBORHOOD SERVICES DEPARTMENT

In 2003 the Neighborhood Services Department maintained the city's commitment to building strong neighborhoods through several programs designed to promote the welfare of neighborhoods, enhance community pride, and encourage citizen participation.

Neighborhood Services continued to focus on the Strategic Neighborhood Initiative (SNI) program which targets 15 historic neighborhoods in need of community invigoration by introducing the "Last Chance Campaign." This highly successful and well-received program works to identify property owners who are in violation of city code.

In addition, two other continuing programs focused on grassroots, neighbor driven change in the community. Through the Neighborhood Grant Program, citizen activists throughout Chattanooga had the opportunity to apply for direct funding for appropriate community projects. The Leadership Academy program provides neighborhood residents the



Kenardo K. Curry, Administrator

chance to participate in a seminar that elaborates on topics such as problem solving and neighborhood organization membership and retention.

The industrious pace continued with two major conferences during 2003. In May, the Neighborhood Services Department hosted the Neighborhoods, USA national conference, "Building on a Vision," here in Chattanooga, TN. The 5th Annual Codes Conference took place in August 2003.

The "Neighborhood Matters" program on WTCI-TV45 continued airing for the 2003 season. The program discusses neighborhood issues with professionals in the community revitalization field.

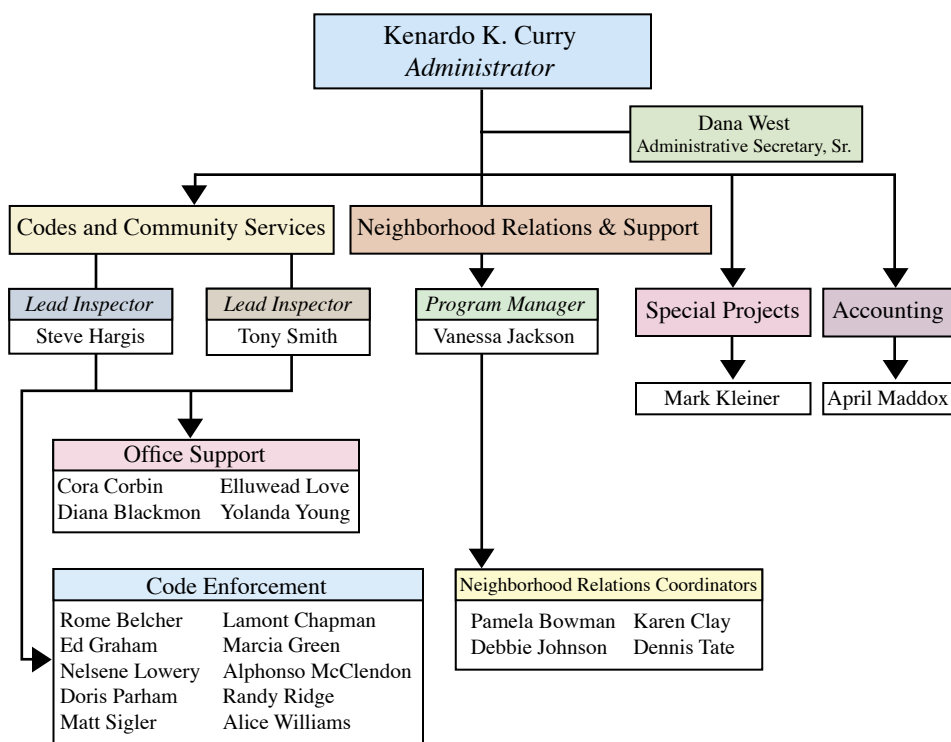
In summary, it has been a dynamic year of growth and development for the Chattanooga area, which

is a wonderful indication of the partnership at the local level through the Neighborhood Services Department. Whether in the conference hall or back yard, Neighborhood Services has made clear, distinct progress in neighborhoods all around town. The lasting effect of our progress in 2003 is propelling us forcefully into the new-year where we expect to achieve even greater goals.

A handwritten signature in black ink, appearing to read "K. Curry". The signature is stylized with a large, sweeping "C" at the end.



Organizational Chart





NUSA

The Neighborhood Services Department had the distinct honor of hosting the NUSA 2003 National Conference on Neighborhood Concerns this past May in Chattanooga. It was the largest conference to date in the 28 year history of the NUSA organization, which is the largest national grassroots neighborhood organization in America.

Chattanooga was selected to host the NUSA 2003 Conference through a competitive, selective bidding process based on its strength in neighborhood revitalization, and the commitment demonstrated by city leadership and the Neighborhood Services Department toward enhancing the surrounding community.

Conferees from 32 states across the nation converged on Chattanooga to participate in over 80 workshops that provided knowledge on a variety of topics concerned with neighborhood revitalization. In addition to the workshops, there were 38 neighborhood tours available, more than ever before. These tours showcased Chattanooga to the nation, and highlighted all the community development taking place here.

The Keynote speaker was Ellen Lazar, Executive Director of the Neighborhood Reinvestment Corporation, who has spent over 20 years in the field. Other special events included the Habitat for Humanity project where conferees put finishing touches on a house that was later donated to a family in need.

The conference in Chattanooga provided an opportunity for people from all locations, sectors, and levels of society to discuss the pressing issues of the times, share experiences and offer encouragement or assistance to each other.



SNI

The Strategic Neighborhood Initiative (SNI) is a working partnership between the City of Chattanooga and 15 neighborhoods in the urban core.

The initiative's purpose is to focus intensively on these areas to build clean, safe, and attractive communities with strong, independent, and capable neighborhood associations. The SNI team has primarily worked in 15 neighborhoods: Alton Park, Avondale, Cedar Hill, Clifton Hills, East Chattanooga, Eastdale, East Lake, Glenwood, Hill City/North Side, Howard, Oak Grove, Orchard Knob, Piney Woods, Ridge-dale, Shepherd.

The following programs are part of the SNI:

- Leadership Academy
- Neighborhood Canvassing Program
- Systematic Codes Enforcement
- Neighborhood Planning
- Neighborhood Court
- Last Chance Campaign



Neighborhood Matters

The "Neighborhood Matters" program airs on the last Sunday of every month on WTCI-TV45. Kenardo K. Curry, administrator for the Neighborhood Services Department hosts the program, and has a variety of community activists on as guests.

"Neighborhood Matters" is designed to address topics that are most relevant to neighbors from all over Chattanooga, such as forming a grassroots 501 (c) 3 for their community, and how to participate in strategic planning to enhance and empower their neighborhood.

Other episode themes from this past year included affordable housing as a community development tool, equipping your neighborhood with a Crime Watch safety plan, and how to conduct a community planning session.



NEIGHBORHOOD RELATIONS

The Neighborhood Relations division supports the belief that the real strength of the community lies in the efforts of individual organizations. Technical assistance and support is provided to local neighborhood associations to create self-advocacy and growth.

The NRC's accomplish this by committing to total immersion into the local neighborhoods by attending neighborhood association meetings, providing technical assistance, and supporting neighborhood goals throughout the year.

Not only do NRC's support neighborhood empowerment, but they also promote cooperation across all sectors, to find creative, constructive, positive solutions to community problems. To encourage this participation, the Neighborhood Relations Division serves as a clearinghouse for information, referral, and resources to neighborhood organizations, government, non-profit organizations, and community development centers, so as to develop neighborhoods of choice.

The ultimate goal of the Neighborhood Relations Division is to develop change agents who will effectively promote community revitalization.



Neighborhood Grant Program 2003

The Neighborhood Grant Program of the Neighborhood Services Department is implemented by the Neighborhood Relations Division. Under their leadership the present grant year was one of the best ever.

The Neighborhood Grant Program has undergone quite an evolution over the past five years. Today, the program is an organized, professional effort to provide resources to our neighborhoods where they need it most. While the application process has become more structured, the mission of the program remains the same as five years ago: to offer financial and technical support to our communities at the grassroots level. Over the past five years, through the support of in-kind contributions and volunteer hours, the Neighborhood Grants Program has resulted in almost \$2,000,000 worth of projects which focused on neighborhood revitalization and community development.

This year, over \$115,000 was disbursed to 27 organizations who matched that total at 33%, garnering a \$38,000 local community match. Typical projects that are awarded grants fall into the following project categories:

- Economic Development
- Education
- Organizational Development
- Crime Prevention
- Beautification



Leadership Academy

The role of communities is becoming increasingly important in the United States. Due to the overwhelming movement towards grassroots organizational involvement in local government, the Neighborhood Services Department recognizes the great importance of forming an alliance between local government and its citizens.

The most effective way to accomplish this partnership is by organizing a community at the neighborhood level, in essence, forming neighborhood associations.

The Leadership Academy allows neighborhood activists to receive instruction on how to effectively form and maintain neighborhood associations, and how to help neighborhoods establish the teamwork and leadership they need to successfully address issues that concern residents.

Topics for the 2003 Leadership Academy included: An Introduction to City Government; Mobilization and Membership Retention; Addressing Deteriorating and Neglected Properties; Problem Solving; Economic Development Strategies, and How to Keep Neighborhoods Safe. Advanced workshops added this year included: Parliamentary Procedures; Leadership; Zoning, and Community Planning.



Neighborhood Mapping Initiative

The “Neighborhood Mapping Initiative” is designed to clearly define all active neighborhood association boundaries. This is a vital strategic planning tool at the neighborhood level, as well as an economic development resource for those interested in community-wide revitalization.

The Neighborhood Mapping Initiative provides web viewers an interactive graphic on the internet which allows the viewer to select a geographic area in Chattanooga. When selected, the following information becomes available:



• All known neighborhood associations for the district • city council representative for that neighborhood • brush and trash pick-up schedule for the neighborhood • Hamilton County commissioner • Hamilton County School locator

In 2003, the Neighborhood Services Department continued to refine the system as several new neighborhood associations were created throughout the year, bringing the total to well over 150 neighborhood associations.

You can visit the “Neighborhood Mapping” site at <http://www.chattanooga.gov/neighserv/CouncilDistrict.htm>

CODES AND COMMUNITY SERVICES

The Codes and Community Service Division of the Neighborhood Services Department is the agency which has the responsibility of enforcing the City's Minimum Housing, Anti-Litter, Overgrowth, Abandoned and Inoperable Vehicle codes.

This task is accomplished through the combined efforts of Code Enforcement Inspectors and support staff, Neighborhood Services Administration, and the Environmental Court system. The Codes and Community Service staff are complaint driven and depend greatly on the input of citizens. The Codes Division strives to be proactive through block canvassing and systematic inspection programs.

Neighborhood Canvassing Program

Codes and Community Service Division liaises closely with the Neighborhood Relations Division as a team to gain awareness of what timely code infractions may be arising in neighborhoods. This allows the division to properly evaluate or target an area before actual violations are committed.



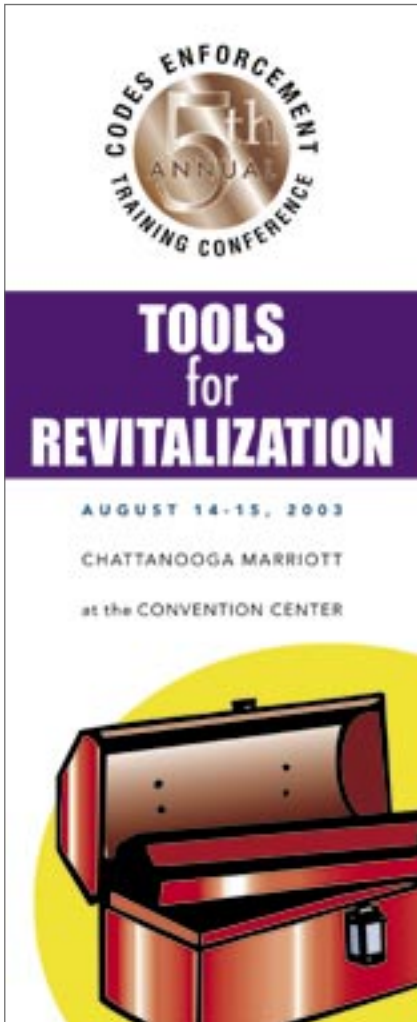
A perfect example of this team work is the Neighborhood Services Department's ongoing Neighborhood Canvassing Program. A canvassing team's primary objective is to cover five square blocks of each neighborhood by walking house to house educating residents on city code and specific instances of violations. Individuals out of compliance are informed as to how to correct their violations, so as to avoid a court citation.

The program has focused on the 15 Strategic Neighborhood Initiative areas. A canvassing team consists of neighborhood relations coordinators and code inspectors.

An average of 25 city blocks were inspected per SNI neighborhood in 2003, a most notable achievement demonstrating resolve and commitment, as well as a spirit of cooperation between both Neighborhood Services Department divisions.

5th Annual Codes Conference

The Codes and Community Service division hosted the 5th Annual Codes Conference this year on August 14th, 2003. This year's conference theme, "Tools for Revitalization" focused on the resources at the disposal of Code professionals to help enhance communities nationwide.



The conference featured a split-track format showcasing the first-ever Management track. The Management track emphasized issues that are most relevant to public administrators, such as conflict resolution, budgeting, grants, and administrative procedures. The Technical track offered workshops that identified professional means by which to enhance their respective communities.

The ultimate goal of this year's conference was to equip the Neighborhood Services Department to achieve the goal of revitalizing neighborhoods and communities through consistent, effective, and fair code enforcement.



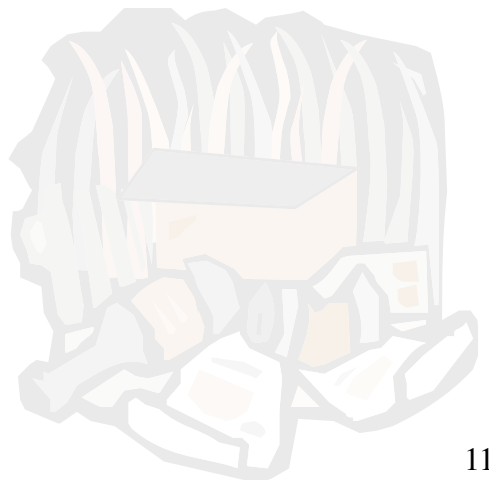
Last Chance Campaign

On July 25, 2003, Mayor Bob Corker launched the “Last Chance Campaign,” an aggressive component of the Strategic Neighborhood Initiative (SNI), designed to remove blighted homes from the community’s landscape. Organized through the Neighborhood Services Department under the lead of the Codes and Community Services division, the Last Chance Campaign focuses on deteriorating housing in communities where there has been repeated citation for code violations and where action has been taken in court.

The campaign entails posting signs in front of city properties that do not meet code specifications. The sign reveals the name and contact information of the negligent property owner. The purpose of the campaign is to ultimately enhance neighborhoods until they become “Neighborhoods of Choice.”

Common code violations that are enforced include:

- Storing items such as indoor furniture, appliances, tires, and boxes on your porch and yard
- Having inoperable vehicles or dismantled vehicles on your property
- Having overgrown grass or vegetation over 10 inches high
- Neglecting the exterior of your house
- Putting brush and garbage out in violation of the scheduled pick-up date (Call 311 for schedules)
- Putting large household items out for pick-up by City without calling to schedule a pick-up date (again, 311)



FINANCIALS

Neighborhood Services Department

Division Expenditures

FY 02/03

Administration	\$ 367,088
Codes & Community Services	865,556
Human rights	0
Neighborhood Relations	536,811

Total	\$ 1,769,455
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Category Expenditure

FY 02/03

Personnel	\$ 1,166,345
Operating	603,110
Capital	0

Total	\$ 1,769,455
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Per Capita	\$ 11.34
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Positions Authorized	30
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Expenditure by Type

FY 02/03

Personnel	\$ 269,028
Operating	98,060
Capital	0

Total	\$ 367,088
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Neighborhood Relations

Expenditure by Type

FY 02/03

Personnel	\$ 303,511
Operating	233,300
Capital	0

Total	\$ 536,811
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FINANCIALS

Neighborhood Relations, *continued*

	FY 02/03
# of Neighborhood Grants awarded	18
# of Neighborhood Associations	158
Total grant \$ awarded	115,000
# of residents attending Leadership Academy	4
# of Neighborhood Conference attendants	1,500
Newsletters published	5
# of Neighborhoods canvassed	17
# of Neighborhood meetings attended	250
# of Community Courts	11

Codes and Community Services

Expenditure by Type

	FY 02/03
Personnel	\$ 593,806
Operating	271,750
Capital	0
Total	\$ 865,556

	FY 02/03
Rehabilitations	---
Demolitions	100
Litter and Overgrowth Enforcement	2,600
Abandoned vehicle code enforcement	1,000
Systematic housing exterior inspections	---
Substandard housing schedule maintained	---
Litter lot complaint schedule maintained	---
Total # of Complaints	8,000
Total # of Cases Created	4,000
Housing Cases	1,500
Garbage, Dumping, Trash Cases	350
Housing Condemnations	350
# of Spot blight recommendations	25



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